

HQDA REORGANIZATION IMPACTS OASAALT OPERATIONS

COL Richard P. De Fatta

*"Change is the law of life
and those who look
only to the past or present
are certain to miss the future."*

—John F. Kennedy

Introduction

Ongoing comprehensive organizational and process changes in the Department of the Army (DA) have significantly affected operations in the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASAALT). Secretary of the Army Thomas E. White's realignment initiatives seek to streamline HQDA by increasing efficiency without sacrificing operational effectiveness. The realignment affects the OASAALT in three areas: through closer integration with other DA staff elements; through changes in OASAALT's composition, functions, and staff; and through the reorganization of direct-reporting program executive offices (PEOs) and their subordinate program, project, and product managers (PMs).

DA Staff Realignment

A more unified approach to staff operations results from the Army Secretariat and Army Staff realignment within functional areas. The assistant secretaries of the Army are aligned with deputy chiefs of staff to provide advice and assistance within their functional areas, and realign-

ment effectively integrates the critical functions of both staff elements and eliminates redundancies.

The ASAALT retains a military deputy for acquisition. Of special significance under the HQDA realignment is that integrated logistics support (ILS), or "acquisition logistics" functions, transfer from the Office of the Deputy Chief of Staff for Logistics (ODCSLOG) (G-4) to the ASAALT staff. The DCSLOG provides ILS and sustainment advice and assistance to the ASAALT. Much of the ASAALT staff, functional, and physical reorganization reflects and enhances the integration of logistics and sustainment into the weapon system development process.

OASAALT Staff Changes

The ASAALT gains a Principal Deputy Assistant Secretary of the Army (PDASA) for enhanced staff oversight and functional continuity, and the Army Science Board continues under ASAALT's purview. In addition to duties as senior military assistant to the ASAALT, the ASAALT Chief of Staff oversees consolidated administrative functions of both the current ASAALT and the DCSLOG.

The staff is further being realigned along more direct functional lines. The only staff element that remains intact is the Office of the Deputy Assistant Secretary of the Army (ODASA) for Research and Technology. Newly realigned elements are the ODASA for Plans, Programs, and Resources (ODASAPP&R) and the ODASA for Policy and Procurement (ODASAP&P). Another new staff element, the ODASA for Defense Exports and Cooperation (ODASADE&C), was transferred intact from an abolished DA staff element, the Office of the Deputy Under Secretary of the Army for International Affairs (Security Cooperation). The Office of the Deputy for Systems Management and Horizontal Technology Integration (HTI) (henceforth in this article referred to as Deputy for Systems) is reorganized to reflect alignment with the Office of the Deputy Chief of Staff for Programs (ODCSPRO) (G8) and the Office of the Deputy Chief of Staff for Operations (G3), and is joined on the staff by the newly established Office of the Deputy for ILS with a similar functional alignment.

Plans, Programs, And Resources

The new ODASAPP&R streamlines oversight and control of the directorate that supports the ASAALT by working closely with the Army DCSPRO-Force Development and the Assistant Secretary of the Army (Financial Management and Comptroller) to plan, program, budget, and execute Army research, development, and acquisition efforts. The ODASAPP&R also leads the planning, programming, and execution of the Army's research, development, test and evaluation (RDT&E) and procurement appropriations totaling more than \$17 billion annually. The DASAPP&R retains responsibility to co-chair the Equipping Program Evaluation Group that directs the Army's long-term RDT&E and acquisition strategy. The ODASAPP&R also retains the Army Cost Reduction Programs Directorate to coordinate Cost Reduction Program initiatives Armywide.

The office for acquisition reporting will also fall under the purview of the ODASAPP&R. This office provides synergistic management oversight and technical advice relative to the execution, review, analysis, and reporting of the Army's major acquisition programs. It also serves as the lead for the quarterly Defense Acquisition Executive Summary review process for Acquisition Category I programs and the Consolidated Acquisition Reporting System, and it provides the Executive Secretary for the Acquisition Review Council.

Policy And Procurement

The new ODASAP&P will be the key ASAALT organization element for total life-cycle acquisition and procurement policy and initiatives. It will also support all activities interfacing with Congress and the Office of the Secretary of Defense on contracting and acquisition policy issues

and represent the Army on various Defense integrated product teams.

The DASAP&P develops and coordinates Army input into DoD 5000-series regulations, directives, and implementation instructions. The DASAP&P also oversees the Army's investment strategy (Supply Management Army-Operational Support Cost Reduction and Total Ownership Cost Reduction) and is the focal point for the Investment Cycle Model for Planning, Integrating, Acquiring, and Resourcing Investment Strategies. Consolidation of Army acquisition and acquisition reform policy efforts greatly enhances support of the goal to reduce overhead costs and accelerate weapon systems acquisition cycles. In addition, this consolidation more closely ties together acquisition policy, contracting policy, and acquisition reforms to unify and accelerate the decisionmaking process and streamline the flow of information. It also provides a single focal point for addressing the broad policy and innovations of the life-cycle objectives of Army systems.

The ODASAP&P develops and promulgates contracting policy and procedures. As such, it is the office primarily responsible for all matters related to the Federal Acquisition Regulation and its implementation. The DASAP&P also chairs the Army Contract Adjustment Board and is the focal point for industrial base issues such as production and base support investments, underused plant capacity, and arsenal and ammunition plant issues.

Defense Exports And Coordination

The ODASADE&C has policy oversight for the Army's worldwide foreign military sales, armaments cooperation, foreign disclosure, technology transfer, and direct commercial sales activity, including munitions case processing. This realign-

ment enhances both the Army's international defense sales and international cooperative research and development processes by more effectively harmonizing the activities of the acquisition PEOs, the Science and Technology Executive, and the Army's international engagement and cooperation efforts.

Deputy For Systems

The Deputy for Systems reorganization streamlines internal operations and improves functional alignment with the DCSPRO (G8) and a newly reorganized PEO/PM structure. The new organization minimizes the amount of cross-directorate coordination frequently necessary today. The Deputy for Systems reorganization includes six hardware divisions (Maneuver Systems; Aviation and Intelligence, Electronic Warfare and Sensors Systems; Munition Systems; Combat Support Systems; Force Protection Systems; and Command, Control, Communications, and Computers (C4) Systems) and an Integration Division. Each of the hardware divisions has DA systems coordinators (DASCs) responsible for all acquisition-related actions for their respective systems. The Integration Division coordinates across divisions and performs HTI functions. The Deputy for Systems absorbs systems acquisition functions from the Director of Information Systems for Command, Control, Communications, and Computers (DISC4)/Chief Information Officer (CIO) (C4 Division) and from the Army Materiel Command (AMC) Combat Support Systems Division. The directorate also assumes management oversight for the Army's chemical and biological defense acquisition programs.

C4 Staff Integration

Other new developments include the transfer of DISC4/CIO oversight responsibilities for their PEOs/PMs

to the ASAALT, and establishment of a new C4 Division under the Deputy for Systems and a CIO support cell. The C4 Division consists of two subordinate branches providing DASC functions for the oversight and program tracking for PEO, Command, Control and Communications-Tactical and Enterprise Infostructure, respectively.

Although direct oversight of DISC4/CIO PEOs/PMs is transferred from the DISC4/CIO, the Army CIO retains oversight for all C4/information technology (IT) systems (as defined by the Clinger-Cohen Act of 1996) and serves as the principal advisor to the Secretary of the Army and the ASAALT on all information systems. The Army CIO develops, maintains, and facilitates the implementation of sound and integrated C4/IT systems architectures, and monitors and evaluates the performance of information system programs. The Deputy for Systems is augmented with a CIO support cell to accomplish these CIO responsibilities across all information systems and also provides the coordinating staff between the Army CIO and the ASAALT. The cell's mission includes conducting CIO assessments; preparing CIO certification packages; preparing command, control, communications, computers and intelligence support plans; and coordinating with the Assistant Secretary Of Defense for Command, Control, Communications and Intelligence on matters related to the acquisition of national security systems and IT systems.

Army Contracting Agency

A field operating agency has been established to consolidate and provide oversight for Army contracting activities. The U.S. Army Contracting Agency will assume central control of regional installation, contingency contracting, and standardization and oversight for specialty

contracting offices. Development of the final construct continues, but the current concept calls for two contracting regions in CONUS—an Eastern Region and a Western Region. These regions will focus on regional utilities, A-76 contracting, and services contracting. There will also be a commercial contracting center and an IT contracting activity. Each installation will have a contracting office. The size of this office will depend on the installation's unique requirements for items such as one-of-a-kind buys, safety, and emergency procurement. This concept accelerates the Army toward efficiencies by eliminating redundancy, and it focuses scarce resources on core competencies and standardized processes.

Acquisition Support Center

The former Acquisition Career Management Office (ACMO) and Army Acquisition Executive Support Agency (AAESA) are being consolidated to form the Acquisition Support Center (ASC). This reorganization combines related functions under a single management structure. The ASC will be the acquisition, contracting, and logistics personnel proponent. In addition, the ASC will manage military and civilian professional development programs. The ASC will also perform the myriad of tasks previously assigned to the Director for Acquisition Career Management in addition to personnel policy, acquisition force structure and position management, and matrix management support for the PEOs.

PEO/PM Reorganization

The ASAALT realigned the PEO/PM structure along commodity lines to effectively provide a single life-cycle manager for all Army systems. AMC deputies for systems acquisition were abolished, and all of their assigned acquisition program

offices now report, either directly or through a PEO, to the ASAALT/Army Acquisition Executive. Further, the PEOs that formerly reported directly to the DISC4 no longer do so. In addition to numerous PEO/PM realignments, two new PEOs (PEO, Soldier as a System and PEO, Ammunition) were chartered to align and consolidate programs and management functions for critical Army commodities. Each PEO will establish a GS-16 level deputy for science and technology (S&T). This position is specifically aimed at assisting in the management of S&T initiatives and improving the transition of basic technology into Army systems.

Timeline

No organization makes sweeping changes in haste, and ASAALT is no exception. For example, the PEO/PM reorganization was effective on an operational control basis Oct. 26, 2001. This change and the remainder of the realignment entails meticulous planning, and transition details are numerous. All changes require allocation of sufficient execution time without negatively impacting the OASAALT's most important resource, its professional and dedicated workforce. The OASAALT is dedicated to executing the reorganization in the most expeditious manner and with the least impact to mission and personnel.

COL RICHARD P. DE FATTA is the Chief of Staff to the Assistant Secretary of the Army for Acquisition, Logistics and Technology. He has a B.S. in engineering from the U.S. Military Academy, an M.S. in systems management from the Florida Institute of Technology, and an M.S. in laser physics from the Air Force Institute of Technology.
